

# **FY 2010 Annual Strategic Implementation Plan and Progress Reports**



## **Agency Instructions**

**REVISED**  
**July 6, 2009**

**Governor's Office of Planning and Budget**

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## 1.0 Introduction

The annual strategic implementation plan provides the details about the strategies contained in the agency strategic plan that will be worked on during the next 12 months (FY 2010). The implementation plan highlights key milestones and additional details related to budget.

The 4 Disciplines of Execution and other implementation models provide a framework for agencies to implement their strategic plans. Each agency has the flexibility to use an execution model that works best for them. We encourage agencies to follow best practices when implementing their strategic plan. Examples of best practices include:

- Each goal, measure and strategy has an owner
- A set of action item or discrete tasks is developed to implement each strategy
- Weekly, Monthly or Quarterly targets are identified and progress is tracked (x to y by date)
- Managers and supervisors help employees identify the work they need to do to accomplish the strategy and move the measure
- Regular internal progress reports at all levels (Cadence of Accountability)

OPB will check on the progress agencies are making in implementing their plan through a mid-year progress report and a year-end report. The same excel template will be used for the implementation plan, the mid-year progress report, and the year-end report. The new template eliminates a separate process and forms for reporting on customer and employee satisfaction initiatives previously submitted to the Office of Customer Service.

## 2.0 Annual Implementation Plan

### 2.1 Accessing the Implementation Plan Template in Horizon

The template for the annual strategic implementation plan is a report in the Horizon system. Run the report and export it to Excel. Complete the form in Excel. The following are the steps to access the template from Horizon.

1. Log on to Horizon
2. Open the Horizon Menu and click on the report name "Agency Annual Strategic Implementation Plan Template"
3. Select your agency from the drop down menu
4. Click the "Export to Excel" link
5. Format and save the template to your computer
6. Complete the template as outlined below in section 2.2
7. Format for printing on 11X 14 paper (Legal size)
8. Email to OPB at [planning@opb.state.ga.us](mailto:planning@opb.state.ga.us) and copy your assigned OPB budget analyst

A	B	C	D	E	F	G	H	I	J
<b>Agency Annual Strategic Implementation Plan Template</b>									
<b>Goal Priority</b>	<b>Agency Goal</b>	<b>State Goal</b>	<b>Measurable Objectives</b>	<b>Agency Strategies</b>	<b>For each strategy, initiative, or project being implemented in FY 2010, describe what you will do in FY 2010.</b>	<b>What is the start date and the key milestones or deliverables by quarter?</b>	<b>Estimated FY 2010 cost.</b>	<b>Describe any assistance needed from the Office of Planning and Budget or other Enterprise Supporting Agencies other than funding.</b>	<b>Comment</b>
<b>Other FY 2010 Operational Initiatives and Critical Projects:</b>									
<b>Other Customer Service Initiatives: List any other customer service initiatives planned for the coming fiscal year (surveys, projects, results, etc.)</b>									
<b>Customer Satisfaction:</b>									
<b>Workplace Satisfaction:</b>									
<b>Customer Service Training:</b>									
<b>Agency Head Signature:</b>					<b>Date Signed:</b>				

Strategic Implementation Plan

Operational initiatives and critical projects.

Insert a row for each project

Identify any other customer service initiatives.

Insert a row for each FY 2010 operational initiative or critical project not captured in the strategic section of the implementation plan. Complete the questions in row 9 column F,G,H,I, J for each project.

List any other customer service initiatives and answer the questions in row 9 columns F, G, H, I, J for each initiative.

## 2.2 Completing the Template

The FY 2010 annual implementation plan is an excel spreadsheet downloaded from Horizon. The implementation plan template has three parts:

- (1) Implementation of your agency strategic plan
- (2) Implementation of other operational initiatives and critical projects
- (3) Implementation of other customer service initiatives

Section 2 and 3 of the template are for any other operational and customer service initiatives being worked that are not included in the agency strategic plan.

Instructions for completing the Progress Report and Year-End Report are provided in section 3.0 of this document.

The following are the steps for completing the Annual Implementation Plan.

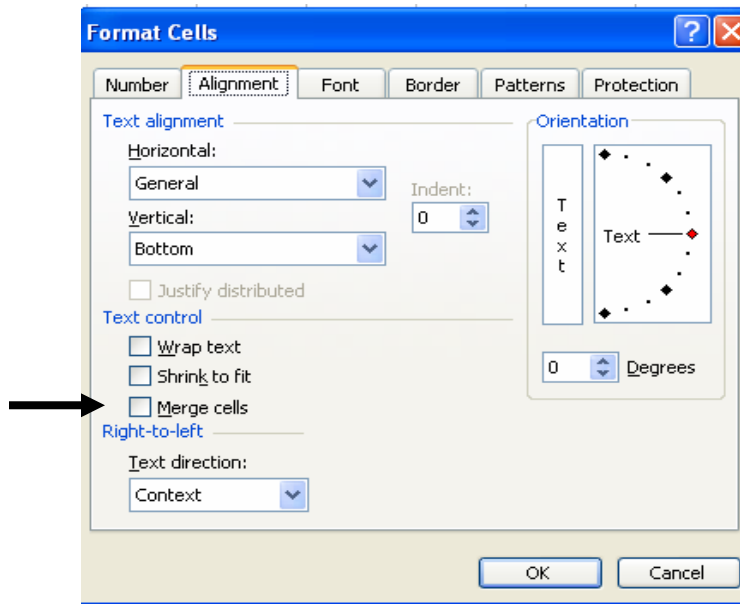
Annual Implementation Plan Process	
	Task
Horizon	1. In Horizon run the Agency Annual Implementation Plan Template report and export the template to Excel.
Excel Template	2. Highlight in yellow the top 5 strategies being worked on in FY 2010. Agencies have the option of deleting the rows for all strategies <u>not</u> being worked on in FY 2010.
	3. Complete the questions for <b><u>each strategy</u></b> being worked on in FY 2010 <ol style="list-style-type: none"> <li>(1) Provide a brief description of the work you will do in FY 2010.</li> <li>(2) List the start date and quarterly key milestones or deliverables.</li> <li>(3) Estimated FY 2010 cost.</li> <li>(4) Other than funding, list any assistance that the agency may need from OPB or other enterprise supporting agencies to implement.</li> <li>(5) Comment</li> </ol>
	4. a. List any <b><u>operational initiatives and critical projects</u></b> being worked on in FY 2010 to improve or maintain agency operations. Insert a row for each project (see page 4 template).
	b. Answer the questions listed in the header row 9 columns F,G,H,I,J for <b><u>each initiative</u></b> or project. <ol style="list-style-type: none"> <li>(1) Provide a brief description of the work you will do in FY 2010.</li> <li>(2) List by quarter the key milestones or deliverables.</li> <li>(3) Estimated FY 2010 cost.</li> <li>(4) Other than funding, list any assistance that the agency may need from OPB, or other enterprise supporting agencies to implement.</li> <li>(5) Comment</li> </ol>

	5. List the other <b>customer service initiatives</b> planned for FY 2010. Answer the questions listed in the header row 9 columns F,G,H,I,J for each customer service initiative or project.
<b>Due Sept 1, 2009</b>	6. Note agency head approval and submit to OPB by email to <a href="mailto:planning@opb.state.ga.us">planning@opb.state.ga.us</a> and copy your OPB budget analyst.

## 2.2 Tips for Formatting the Template (using Excel 2003)

**STEP 1:** Unmerge the cells in columns F,G,H, I, and J

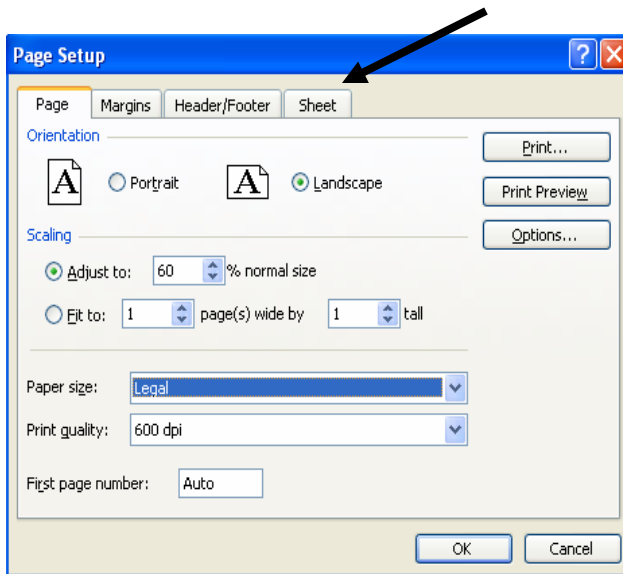
1. Highlight columns F,G,H,I,J
2. Go to Format → Cells→ Alignment tab → Merge Cells: Click on the box next to “Merged Cells” until the box is NOT shaded or checked



**STEP 2:** Format the spreadsheet to fit on legal size paper (11x14) and repeat the header row and the first 5 columns (strategic plan executive summary information).

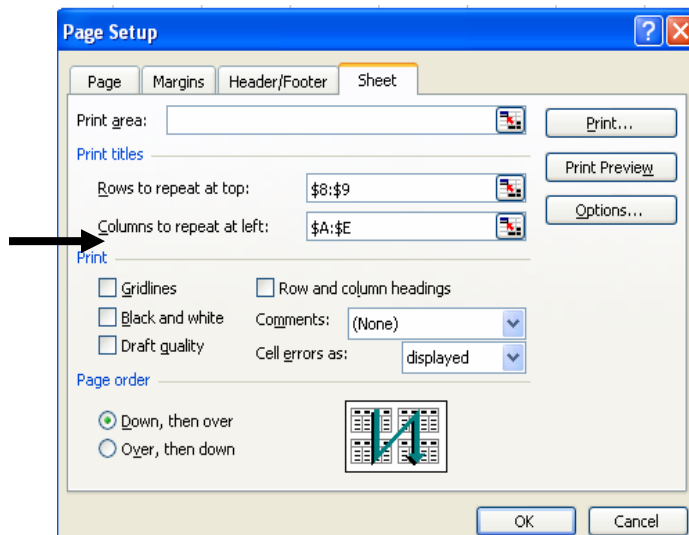
Part I. File → Page Setup → Page Tab

1. Set to landscape
2. Adjust to 60%
3. Paper size: Legal
4. Click OK button



Part II. File → Page Setup → Sheet tab

1. Set Rows to repeat at top: \$8:\$9
2. Columns to repeat at left: \$A:\$E



**STEP 3:** Set page breaks so the implementation plan columns, progress report columns, and year-end report columns print on separate pages.

View → Page Break Preview → Move page breaks to separate the columns at J and K and O and P.

A second option is to cut and paste the three reports (Implementation Plan, Mid-Year report, and Year-End Report) into three different tabs in the Excel workbook.

**STEP 4:** Resize the columns to maximize the page size and column widths

File → Print Preview → Click on Margins button at the top of the screen → Move the column widths by clicking and dragging on the column indicator at the top of the page

### 3.0 Agency Progress Report

A plan is only as effective as to the extent to which it is used. “Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met.”<sup>1</sup> Execution of the agency strategic plan is a year at a time, and agencies are encouraged to track their progress at least quarterly. The purpose of the mid-year and end-of-year progress reports is to learn if what was planned was accomplished. OPB requires agencies to complete a mid-year progress report in January. At the end of the fiscal year, the agency will submit a year-end progress report on its annual strategic implementation plan.

“Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met.”

For agencies with Customer Service Champions who partner with the Governors Office of Customer Service, you are requested to submit a progress report **twice a year** – Mid-Year and at Year-End (this is a change from the quarterly customer service improvement report in FY09). The report should reflect on accomplishments, challenges and any progress being made on customer satisfaction and employee satisfaction

#### 3.1 Mid-Year Progress Report

The mid-year progress report is an opportunity for the agency to assess its progress on its strategic, critical initiatives, and customer and employee satisfaction and report its progress to OPB and OCS. It is also a vehicle to communicate to the other enterprise supporting agencies any challenges that need to be addressed to achieve success in the second half of the year.

The following are the steps to complete and submit the mid-year progress report.

Mid-Year Progress Report – Annual Implementation Plan	
	Task
Excel Template	1. Open the Annual Implementation Plan excel spreadsheet file submitted to OPB in July 2009.
Excel Template	2. Complete the questions in columns K,L,M,N,O for each FY 2010 <b>strategy highlighted</b> . <ul style="list-style-type: none"> <li>(1) List any accomplishments including milestones and deliverables met, progress as measured by the measurable objectives or any leading indicators (column K).</li> <li>(2) Describe any challenges and lessons learned thus far (column L).</li> <li>(3) List planned actions. If needed, revise the milestones and deliverables provided in July as part of the implementation plan. Describe any reasons for changes to the original milestones and</li> </ul>

<sup>1</sup> Recommended Budget Practice on the Establishment of Strategic Plans (2005)”  
<http://www.gfoa.org/downloads/budgetStrategicPlanning.pdf>



	<p>deliverables (column M).</p> <p>(4) Note any assistance, other than funding, your agency needs from OPB or the other enterprise supporting agencies (column N).</p> <p>(5) Color code the overall status of the strategy: Green, Yellow, Red (column O).</p>
	3. Complete the same questions (columns K,L,M,N,O of the template) for the <b><u>operational initiatives or critical projects</u></b> .
	4. Report your progress on the other <b><u>customer service initiatives</u></b> planned for FY 2010. Complete the same questions (columns K,L,M,N,O of the template).
	5. Save the Excel Spreadsheet as "AGENCY NAME_FY2010 Progress Report_date"
<b>Due January 30, 2010</b>	7. Note agency head approval and submit to OPB by email to <a href="mailto:planning@opb.state.ga.us">planning@opb.state.ga.us</a> and copy your OPB budget analyst.

A	B	C	D	E	K	L	M	N	O
Agency Annual Strategic Implementation Plan Template					Progress Report				
Goal Priority	Agency Goal	State Goal	Measurable Objectives	Agency Strategies	Accomplishments: Quantify your results and/or accomplishments to this point in the fiscal year.	Challenges: Describe any challenges or lessons learned to meeting your goals and/or objectives.	Describe your planned actions and any changes to your key milestones or deliverables for the remainder of the year.	Describe any assistance needed from the Office of Planning and Budget or other Enterprise Supporting Agencies other than funding.	Status Color (Green = On Schedule, going well; Yellow = Behind schedule, some challenges; Red = Significant challenges and 3 months or more behind schedule).
Other FY 2010 Operational Initiatives and Critical Projects:									
Other Customer Service Initiatives: List any other customer service initiatives planned for the coming fiscal year (surveys, projects, results, etc.)									
Customer Satisfaction:									
Workplace Satisfaction:									
Customer Service Training:									
Agency Head Signature:					Date Signed:				

### 3.2 Year-End Progress Report: FY 2010

At the conclusion of each fiscal year the agency will submit to OPB a year-end progress report. This report highlights the accomplishments and challenges of the agency in implementing its annual plan. This report is timed to inform OPB, OCS and the other support agencies of the progress on strategic and critical projects just prior to the submission of the agency's proposed budget in September. To complete the year-end progress report, follow the steps outlined as follows:

Year-End Progress Report – Annual Implementation Plan	
	Task
Excel Template	1. Open mid-year progress report Excel file submitted to OPB in January 2010.
	2. In columns P,Q,R,S of the Excel spreadsheet template, answer the questions for the strategies, operational initiatives, and customer service initiatives for FY 2010.
	3. Answer the questions for each <b><u>strategy highlighted</u></b> <ol style="list-style-type: none"> <li>(1) Explain your accomplishments and provide the data to show progress. Update your measurable objectives and provide any leading indicators (column P).</li> <li>(2) Describe any challenges and lessons learned in implementing your plan in FY 2010 (column Q).</li> <li>(3) Clarify who the customer (or employees) that benefit from the strategy or projects and what benefits have been realized (column R).</li> <li>(4) Color code the overall status of the initiative: Green, Yellow, Red (column S).</li> <li>(6) If needed, add a column and provide any additional comments.</li> </ol>
	4. Describe your progress on each of the <b><u>operational initiatives or critical projects</u></b> by answering the question in columns P,Q,R,S.
	5. Share your progress on the <b><u>customer service initiatives</u></b> planned for FY 2010 by answering the question in columns P,Q,R,S.
	6. Save the Excel Spreadsheet as "AGENCY NAME_FY2010 Year End Report_date"
<b>Due August 16, 2010</b>	7. Note agency head approval and submit to OPB by email to <a href="mailto:planning@opb.state.ga.us">planning@opb.state.ga.us</a> and copy your OPB budget analyst.

A	B	C	D	E	P	Q	R	S
<b>Agency Annual Strategic Implementation Plan Template</b>					<b>Year End Report</b>			
<b>Goal Priority</b>	<b>Agency Goal</b>	<b>State Goal</b>	<b>Measurable Objectives</b>	<b>Agency Strategies</b>	<b>Accomplishments: Quantify your results and/or accomplishments year (provide any leading indicators). Report your progress on your measureable objective.</b>	<b>Challenges: Describe any challenges or lessons learned to meeting your goals and/or objectives.</b>	<b>Who is the customer and how has the customer benefitted?</b>	<b>Status Color (Green = Completed annual milestones; Yellow = Behind schedule, partial success; Red = No significant progress).</b>
<b>Other FY 2010 Operational Initiatives and Critical Projects:</b>								
<b>Other Customer Service Initiatives: List any other customer service initiatives planned for the coming fiscal year (surveys, projects, results, etc.)</b>								
<b>Customer Satisfaction:</b>								
<b>Workplace Satisfaction:</b>								
<b>Customer Service Training:</b>								
<b>Agency Head Signature:</b>					<b>Date Signed:</b>			

### 3.3 Year-End Progress Report: FY 2009

FY 2009 was the first year under the new state strategic planning guidelines. In June 2008, agencies submitted implementation plans to OPB. Use the last four columns of the Annual Strategic Implementation Plan Template to provide your FY 2009 year-end report to OPB.

Explain your accomplishments, challenges, and how the customer benefited for each strategy and initiative worked on in FY 2009. Provide any quantitative evidence of how your measurable objectives changed as a result of the strategies implemented.

The customer service related information for FY 2009 is provided on forms provided by the Office of Customer Service.

To complete the FY 2009 year-end progress report, follow the steps outlined as follows:

FY 2009 Year-End Progress Report – Annual Implementation Plan	
	Task
HORIZON	1. In Horizon run the Agency Annual Implementation Plan Template report and export the template to Excel.
Excel	2. Hide or delete columns F to O. In columns under the header “Year End Report” of the Excel spreadsheet template, answer the questions for the strategies, operational initiatives for FY 2009.
	3. Answer the questions for each <b><u>strategy highlighted</u></b> <ol style="list-style-type: none"> <li>1. Explain your accomplishments and provide the data to show progress. Update your measurable objectives and provide any leading indicators (column P).</li> <li>2. Describe any challenges and lessons learned in implementing your plan in FY 2009 (column Q).</li> <li>3. Clarify who the customer (or employees) that benefit from the strategy or projects and what benefits have been realized (column R).</li> <li>4. Color code the overall status of the initiative: Green, Yellow, Red (column S).</li> <li>5. If needed, add a column and provide any additional comments.</li> </ol>
	4. Share your progress on each of the <b><u>operational initiatives or critical projects</u></b> by answering the question in columns under the header “Year End Report”
	5. The year-end report for <b><u>customer service initiatives</u></b> is provided on the quarterly reporting forms provided by the Office of Customer Service.
	6. Format the template to fit on legal size paper (11x14).
	7. Save the Excel Spreadsheet as “AGENCY NAME_FY2009 Year End Report_date”
<b>Due September 1, 2009</b>	8. Note agency head approval and submit to OPB by email to <a href="mailto:planning@opb.state.ga.us">planning@opb.state.ga.us</a> and copy your OPB budget analyst.

## **4.0 Due Dates**

### **4.1 FY 2010 Implementation Plan and Progress Reports**

For FY 2010 the timeline and deadlines are as follows:

- |                   |   |
|-------------------|---|
| September 1, 2009 | • Agencies submit annual strategic implementation plans for FY 2010 |
| October 16, 2009  | • OPB and OCS provide some feedback on agency implementation plans. |
| January 30, 2010  | • Mid-year implementation plan progress report due to OPB           |
| March 1, 2010     | • Review and summary of mid-year reports completed                  |
| August 16, 2010   | • Year-End Progress Report due for FY 2010                          |

### **4.2 FY 2009 Year-End Progress Report**

A year end progress report for FY 2009 is due to OPB by September 1, 2009. We encourage agencies to complete and submit this report by mid-August if possible.

- |                   |  |
|-------------------|--|
| September 1, 2009 | • Year-End Progress Report due for FY 2009 |
|-------------------|--|